

# How has Shakespearean Literature Affected Contemporary Business News? – A Study on the Linguistic Functions of Idiomatic Language

Annika Alajarva

682285A Bachelor's seminar and thesis

English Philology

Faculty of Humanities

University of Oulu

Spring 2019

## Abstract

The aim of this thesis is to show what are the linguistic functions of the idioms in Shakespeare's literature and language in the language of contemporary business communication in online newspaper articles. The analysis conducted for this thesis is based on 60 news article examples of three Shakespearean idioms which have been collected and examined for the purpose of this thesis. Those idioms are 'all that glitters is not gold', 'budge not an inch' and 'all the world's a stage'.

The main theoretical and methodological background of this thesis bases on critical discourse analysis (CDA) and especially on Norman Fairclough's critical discourse analytic work concerning media discourse. In addition, the analysis will include notions from Paul Lennon's (2004) ideas of applied linguistic study and allusions in the press. The study shows that these Shakespearean idioms do enliven the business news, even though the use of the idiom might not been intended by the writer or received by the reader.

## Tiivistelmä

Tämän kandidaatintutkielman tarkoituksena on näyttää, kuinka Shakespearen teoksissaan käyttämä kieli on vaikuttanut nykypäiväisen liike-elämän idiomaattiseen kieleen ja sen kielellisiin toimintoihin. Tutkimuskohteena tässä tutkielmassa on kolme oletetusti Shakespearen keksimää idiomia, joiden esiintymisistä on kerätty yhteensä 60 uutisartikkeliesimerkkiä. Tutkitut idiomit ovat 'all that glitters is not gold', 'budge not an inch' sekä 'all the world's a stage'.

Teoreettisesti tämä kandidaatintutkielma perustuu pääasiassa kriittiseen diskurssianalyysiin ja erityisesti Norman Fairclough'n (1995) oppeihin diskurssianalyysistä mediassa. Tämä tutkielma sisältää myöskin käsitteitä Paul Lennonin (2004) ajatuksista soveltavasta kielitieteestä ja hänen tarkastelemistaan vihjauksista kaupallisessa kommunikaatiossa. Mitä tulee tämän tutkielman pääasiallisiin tutkimustuloksiin, on selvää, että nämä kyseiset Shakespearen innoittamat idiomit elävöittävät liike-elämän uutisartikkeleita, vaikka idiomien käyttö ei olisikaan ollut tarkoitettua artikkelin kirjoittajan osalta tai lukija ei sitä osaisi vastaanottaa tarkoitettulla tavalla.

## Table of contents

|   |    |
|---|----|
| 1. Introduction.....                                      | 1  |
| 2. Data collection.....                                   | 3  |
| 3. Theoretical framework.....                             | 5  |
| 3.1. What is an idiom?.....                               | 5  |
| 3.2. Idiomatic language in business communication.....    | 7  |
| 3.3. Media discourse in critical discourse analysis ..... | 8  |
| 3.4. Idioms as allusions in the press .....               | 11 |
| 3.5. Interim summary .....                                | 12 |
| 4. Analysis of the news articles .....                    | 13 |
| 4.1. Idiom as a self-sufficient heading .....             | 13 |
| 4.2. Idiom as a part of the heading .....                 | 18 |
| 4.3. Idiom in the body text .....                         | 20 |
| 5. Conclusion .....                                       | 23 |
| 6. References.....  | 25 |

# 1. Introduction

This thesis focuses on the linguistic features behind the idiomatic language of business communication in online newspaper articles. Especially, it investigates Shakespeare's language and the language he has used in his works and how it has inspired many of the idioms and/or phrases used still in today's communicative business language. Shakespeare is one of the most important influencers of English language and arguably many of the most famous and familiar idioms have supposedly been coined by Shakespeare. This is the reason behind my inspiration to do a thesis regarding this subject. As to why I chose to look at the Shakespearean idioms in the context of business news, I needed a ground of data where I would not have first expected to find any Shakespearean idioms at. The contrast between the fictional literature of Shakespeare and the factual wording of business texts highly fascinated me to explore the topic further, thus is why this thesis came into existence.

In addition, for what can be found out, the selected topic of mine has not really been studied much before. Paul Lennon (2004) has made a study for his book *Allusions in the Press: An Applied Linguistic Study* where he also deals with some Shakespearean idioms and their functions presented in newspapers. Nevertheless, he, or previous researchers in the field, have not taken into consideration the connection between Shakespearean literature and the business world, which is why this study will explore in more detail a new aspect to the study of idiomatic language in newspapers. Therefore, this topic could also interest quite a lot of people, especially scholars in humanities and business studies. This study could also be an interesting read to the broader social community of literary and Shakespeare enthusiasts.

When it comes to the theoretical and methodological framework of this thesis, I will base my research on critical discourse analysis and especially Norman Fairclough's (1995) ideas and opinions in his book *Media Discourse*. With the help of that theoretical background, the overall goal of the present study is to identify the three Shakespearean idioms in the collected materials and to show how they function in a specific news article by, for example, showing how the idioms have been presented in the article and what meaning they convey to the readers of the article. In order to achieve this goal, the present study will have to also distinguish whether there are some functional differences in the aforementioned areas between the different business-related Shakespearean idioms that will be under examination. With these ideas as an object of this study, the topic of this thesis can be defined into

the adjacent research question: How has Shakespeare's literature affected the idiomatic language of contemporary business news?

To help achieve the aim of this study, the overall structure of this thesis has been divided into four sections. Firstly, the second section focuses in more detail on the theoretical and methodological frameworks of the current study, from where it is logical to continue with the research material and data of this study, in the third section. The fourth section is dedicated to showing the analysis of said theory and data, whereas the fifth chapter finally concludes this thesis.

## 2. Data collection

This section introduces the data used in this study, as well as the process of how it has been collected and why it had to be reduced in such a way as it is. What the data have in common is that they all somehow deal within the field of business news, whether they deal with finance, trade strategies, marketing, taxes, stories about business owners or even people's personal opinions.

In this thesis, there are two ways in which the news articles have been established as 'business news'. Firstly, the article can be established as a business article by the specific newspaper, meaning that the article has been published in a business-related newspaper or in a newspaper's business section. Secondly, I have personally made the decision on whether a specific text will count as a news article which deals within the field of business. In few cases, some decisions had to be made about whether a certain news article handled topics from the business world or not. For example, many of the texts could be described as part of the field of politics, but on the other hand they dealt with things like budgets, debts, incomes and corruption affairs, which is why I chose to also establish those as 'business news'. All of the data is publicly available for anyone and consists only of publications published in online newspapers that are written in English.

The inspiration and a starting point for collecting the data I got from a list named as "Shakespearean Idioms-Phrases" which was introduced in the book *Business Idioms in America* (Stirling, 2012, p. 214). The list consists of 23 idioms and phrases that supposedly have been coined by the famous English poet and playwright William Shakespeare, and which, according to Stirling (2012), are "applicable to business English today" (p. 9). From that list I chose the idioms that I felt sounded the most business-like and would also be the easiest to associate into the world of business. I then searched the idioms on Google to see if there was any potential in using them as the basis of my data and in the end, I chose to investigate three idioms that gave me the most useful results in the search engine. Those chosen idioms are *all that glitters is not gold*, *budge not an inch*, and *all the world's a stage*.

As I had chosen the idioms which I investigate in more detail, I then searched the three idioms in Google by using Google Advanced Search. By using the advanced search, I could narrow my results to publications written only in English and for my searched terms to only appear in the text of the page, as I was aware of the fact that Google likes to show first the results in which the research terms appear in the heading of a certain page. Even with the option for the searched term to appear in the

text of the news article, I got several options where it appeared also in the heading. To further narrow down my results and to keep in line with the subject of this thesis, I added the term “business news” at the end of the Google-search. This helped me to narrow down the search results, as well as it was possible, to only the most relevant ones. I chose not to search the idioms by putting them either inside apostrophes or quotation marks, as I did not want to exclude any search results where the idiom appeared in a slightly different and more casual form than the exact sentence that I wrote into the search bar. Finally, with the abovementioned tools for an advanced search in Google, an example of an entry that I used looked like this:

allintext: all that glitters is not gold business news

After hitting the search-button, there were usually thousands of hits for every idiom. To keep in line with the topic, it was practical to skip the search results that were for dictionary entries, books, reviews, advertisements, or some other irrelevant publications based on the short description on the Google results page. The result entries that I thought would be the most useful for this study, I opened in a new tab and skimmed through them to make the final decision on whether they could be used as a part of my data or not. This was quite a time-consuming process as many of the entries just had the word “business” or “news” even though the topic was nothing that could be considered as a part of the field of business or neither a news article. As there came so many search results I decided to choose the first 20 relevant publications for every idiom by the order that they appeared in the Google results-page. All in all, I have now got 20 examples for each of the three idioms, which makes the total collection of my data into 60 examples which I plan to research for the purpose of this study.

### 3. Theoretical framework

This chapter is dedicated to the background information and theory that the current research builds on. To the purpose of this study the section has been divided into four subsections, from which the first one will introduce the term ‘idiom’ in the light of this thesis’s topic, in the second subsection the introduced term has been applied into the world of business communication, the third subsection defines critical discourse analysis, the methodological framework behind this thesis, and finally, the last subsection will concentrate on idioms as allusions in the press.

#### 3.1. What is an idiom?

To begin with, as an essential part of this study, it is important to establish what idiomatic language has to offer as part of communicative acts and what the word ‘idiom’ actually means. In their exploratory article “Idioms in Business Communication” Monica-Ariana Sim and Anamaria-Mirabela Pop (2015) remark that “the origin of the term *idiom* is Middle French & Late Latin, where it referred to individual peculiarity of a language” (p. 173). According to them, it is assumed that the “first known use of it dates as back as 16th century” (Sim & Pop, 2015, p. 173).

“English is a language particularly rich in idioms” state Sim and Pop (2015, p. 173). Furthermore, they argue that “without idioms English would lose much of its variety and humour both in speech and writing” (Sim & Pop, 2015, p.173). As there are about 25,000 idiomatic expressions in the English language, at least according to the article, it must be impossible to know them all by heart even as a native language speaker. Nevertheless, Sim and Pop (2015) address that “it is important to learn the idioms of a language to avoid any misunderstandings in the use of words” (p. 172). What Sim and Pop indicate with this is not to say that every single learner of English should know all the possible idioms in the English language, but to rather familiarize themselves with the essential idioms the speaker can use to improve their communicative skills either in their personal or professional lives.

Sim and Pop (2015) also point out that communication can have both literal and figurative meanings, as “one can only rely on the literal meaning making direct reference to words or sentences to objects, others may also employ the figurative sense to give an imaginative description or a special effect” (p. 172). To take the idiomatic sentence ‘Mary spilled the beans’ as an example, one could think that Mary has been cooking but made a mistake and spilled all of the beans from the bag to the floor,



while others recognise the sentence to mean ‘Mary told me the secret’. There are no right or wrong answers regarding the question of which meaning of the idiom is correct, which is why it is important that in successful communication “the message encoded by the sender is properly decoded by the receiver” (Sim & Pop, 2015, p. 172).

Bruce Stirling (Business idioms in America, 2012) however gives a slightly more theoretical insight into idiom structure. He states that “if there is a comparison (a simile or a metaphor), then it is an idiom” and “if there is no comparison (no simile or metaphor), it is not an idiom” (p. 9). For example, when Stirling states that “Jack eats like a wolf”, he is not saying that Jack is a literal wolf but “figuratively (idiomatically) comparing him to a wolf to create a picture” which emphasizes how hungry Jack is (p. 9). The same idiomatic meaning can be conveyed also by stating that “Jack is as hungry as a wolf” (Stirling, p. 9). These two kinds of idiomatic comparison use the comparatives *like* or *as* which is why they are called direct comparisons or similes. In “Jack’s an animal”, Stirling (2012) is still “figuratively (idiomatically) comparing Jack to an animal”, however, now we are speaking about an indirect comparison and a metaphor, in other words “implied (suggested) comparison” (p. 9). “As you can see, an idiom is a comparison that paints a figurative picture using words”, concludes Stirling (2012, p. 9).

In the light of this subsection it is important to look at the structure of the idioms used in this study and to confirm the used phrases as idioms. With the phrase ‘budge not an inch’ it might seem that someone is stuck in his/her place and does not want to move from there or give someone else any space. However, in most cases the phrase has not been used in its literal meaning but rather figurately as an idiom which conveys that someone does not want to change their opinion or a viewpoint regarding a certain matter. In addition, the phrase ‘all the world’s a stage’ should be seen more as a figurative meaning. The whole world does not look like a literal and stereotypical theatre stage but is seen as such because a stage setting resembles a metaphor for a place where people play their assigned roles in everyday life as mere actors. Thus, the phrase ‘all the world’s a stage’ is a perfect example of an idiom as it includes the implied comparison. ‘All that glitters is not gold’ is also a very idiomatic phrase as it compares everything that glitters into gold. However, the reader should see past this and understand that the phrase conveys the meaning which could be translated into ‘not everything that is shiny or superficially attractive is valuable’.

### 3.2. Idiomatic language in business communication

With the term *idiom* now established in the light of this study, it is also crucial to look at the language of business communications and the use of idioms in that habitat. To begin with, in their article “Building professional discourse in emerging markets: Language, context and the challenge of sensemaking” (2014), Andrei Kuznetsov and Olga Kuznetsova investigate the phenomenon of communicative disengagement in professional business discourse. To put it more clearly, Kuznetsov and Kuznetsova (2014) pay attention to the limitations in language, which may reflect a lack of experience when engaging in discourse of professional business relations. The study by Kuznetsov and Kuznetsova (2014) indicates that “mustering professional discourse requires engaging an entirety of discursive resources: concepts, ideas, images and expressions that individuals or groups utilise to make sense of their situations” (p.593). They further emphasize that the aforementioned “makes professional discourse and, by extension, a professional idiom very much a product of the business environment” (Kuznetsov & Kuznetsova, 2014, p. 593).

When working in a company, especially in companies with multinational offices and ones abroad, it is important not only to know how business works but also to be “equipped for all the situations from factory to boardroom”, Sim and Pop (2015, p. 175) argue. Furthermore, when speaking about these multinational companies’ employees, the article argues that “ignoring idioms and pop culture references limits their ability to build relationships, to fully understand those around them, to join in the discussion, to understand the nuances and contexts of conversations, etc.” (Sim & Pop, 2015, p. 175).

Kuznetsov and Kuznetsova (2014) also address similar thoughts in their article, as they state that “International business (IB) literature is in agreement that making their expertise and practices fit the host environment is a major concern for multinational companies” (p. 583). However, according to Kuznetsov and Kuznetsova (2014), it may be difficult to maintain any meaningful or professional dialogue in business communication “because there may be no established native equivalents to terms and terminology, concepts, communication tradition and other means of professional sensemaking that long since have become a part of the professional discourse in advanced market economies” (p. 584). It has also been stated in the article that in multinational companies’ “limited professional dialogue may weaken the potential benefits of internationalisation (Kuznetsov & Kuznetsova, 2014, p. 594). Thus, it may be crucially important for the employees to know also some aspects of the idiomatic business jargon.

### 3.3. Media discourse in critical discourse analysis

Theoretically, this thesis uses a version of Norman Fairclough's theory of 'critical discourse analysis' (CDA) as outlined in his book *Media Discourse* (1995). This section does not go through Fairclough's work on critical discourse analysis entirely. Rather, the focus of the research is going to be on media discourse. Even though discourse in media plays a central role in this study, not all of Fairclough's theories are applicable to the current research, which is why I will concentrate on those aspects of the theory that are most useful for this thesis.

Fairclough (1995) defines critical discourse analysis as an attempt to learn from some other critical approaches such as linguistic and sociolinguistic analysis, conversation analysis and semiotic analysis, which have already begun to combine the insights of social and cultural analysis with the traditions of closer textual analysis. What makes the approach 'critical' "is a recognition that our social practise in general and our use of language in particular are bound up with causes and effects which we may not be at all aware of under normal conditions" as Bourdieu (1977) states (as cited in Fairclough, 1995, p. 54). Furthermore, Fairclough argues that "language is a socially and historically situated mode of action, in a dialectical relationship with other facets of the social" (p. 55). What Fairclough means by a dialectical relationship, "is that it is socially shaped, but it is also socially shaping – or socially *constitutive*" (p. 55). Therefore, it can be proposed that "critical discourse analysis explores the tension between these two sides of language use, the socially shaped and socially constitutive, rather than opting one-sidedly for one or the other" (Fairclough, 1995, p. 55).

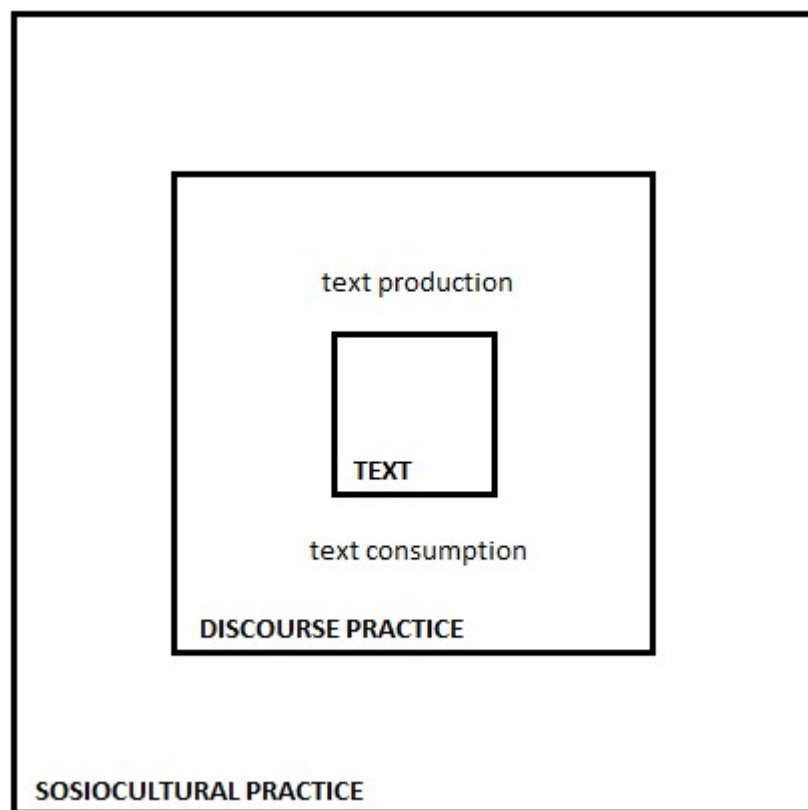
In addition, according to Fairclough (1995), "the analysis of any particular type of discourse, including media discourse" involves two complementary focuses: communicative events and the order of discourse, which are both essential (p. 56). In Fairclough's (1995) words,

the analyst is concerned with the particular, with specific communicative events, for instance a particular newspaper editorial or television documentary. The concern here is always with both continuity and change – in what ways is that communicative event normative, drawing upon familiar types and formats, and what ways is it creative, using old resources in new ways? (p. 56)

With Fairclough's (1995) theoretical framework in mind, in the case of this current study, it is important to realise what really makes a familiar and 'normative' business-related newspaper article (the communicative event). Most often, the format of business texts can be perceived as dull and complex, but does the same apply to all types of news articles about the business world? Does this mean that the examples of news articles, that have been collected for the purpose of this study, are

actually creative as they are using old resources (the alleged Shakespearean idioms) in new ways (in news articles concerning the world of business)?

Speaking about the first of the two complementary focuses: communicative event, Fairclough (1995) points out that the analytical framework of CDA can be summarized and defined as a three-dimensional framework for the analysis of a communicative event (as can be seen in Figure 1). This communicative event consists firstly of the text and its linguistic properties, secondly of the discourse practise, in other words the “process of text production and consumption”, and thirdly of the sociocultural practise “which the discourse practise and the text are embedded with” (p. 205). I will now examine the three-dimensional framework for a communicative event with and interest on presenting text, discourse practise and sociocultural practise all as their own units.



**Figure 1. The three-dimensional framework for the analysis of a communicative event.  
(Fairclough, 1995)**

Starting with the analysis of texts, it is important to realise what properties cover the traditional forms of linguistic analysis. According to Fairclough (1995) the analysis of texts consists of the “analysis of vocabulary and semantics, the grammar of sentences and smaller units, and the sound system (‘phonology’) and writing system” (p. 57). However, it shall not be forgotten that when analysing

texts, it is crucial to also include the “analysis of textual organization above the sentence, including the ways in which sentences are connected together (‘cohesion’)” as well as things like the overall structure of a newspaper article (Fairclough, 1995, p. 57). The current study of this thesis will mostly benefit from the analysis of the textual organisation above the sentence, as I am going to examine the ways in which the sentences in the body texts of the articles are connected together, and whether the overall structures of the news articles have any similarities or differences between them.

Other important aspect of analysis that I need to concentrate on in this thesis is the second dimension of the communicative event, discourse practise, in which various aspects of the processes of text production and text consumption are involved in the analysis. Fairclough (1995) has respectively categorised these processes into ‘institutional processes’ and ‘discourse processes’, which indicates that “discourse practise straddles the division between society and culture on the one hand, and discourse, language and text on the other” (p.60). Hereby, Fairclough (1995) sees discourse practise as a mediator between “the textual and the social and cultural, between text and sociocultural practise”. Nevertheless, Fairclough (1995) points out that the link between the sociocultural and textual is indeed an indirect one, made by a way of discourse practise (p. 60).

Continuing with the third dimension of the communicative event, Fairclough (1995) introduces his ideas about sociocultural practise. Fairclough (1995) states that the “analysis of the sociocultural practise dimension of a communicative event may be at different levels of abstraction from the particular event” as the analysis “may involve its more immediate situational context, the wider context of institutional practises the event is embedded within, or the yet wider frame of the society and the culture” (p. 62). In addition to this, Fairclough (1995) explains that many aspects of sociocultural practise could enter into critical discourse, “but it may be useful to broadly differentiate three: economic, political (concerned with issues of power and ideology), and cultural (concerned with questions of value and identity)” (p. 62).

Moving on from the critical discourse analysis of communicative events, Fairclough (1995) introduces the second complementary focus: the analysis for the order of the discourse. According to Fairclough (1995) “the order of discourse of the media has been shaped by the tension between its contradictory public sources and private targets, which act as contrary poles of attraction for media discourse” (p. 63). What Fairclough (1995) indicates with this is that media discourse “is constantly being reshaped through redefining its relationship to – redrawing its boundaries with – these public and private orders of discourse” (p.63).

### 3.4. Idioms as allusions in the press

This subsection focuses on Lennon's (2004) book *Allusions in the Press: An Applied Linguistic Study*, in which he studies British national daily newspapers and the 'echoic' allusions used in those texts. In more detail, Lennon (2004) analyses the linguistic forms that allusions take, as well as demonstrates how allusions function meaningfully in discourse. The rationale behind paying attention to allusions in this thesis is that allusions are integrated into some existing theories of indirect language, and thus linked to idioms.

When it comes to Lennon's definition of 'allusion', he defines an 'allusion' as a "passing reference or an indirect reference" which can be caused either by an illusion, a word-play or a pun, or by a symbolical reference or likening, such as a metaphor, parable or allegory (p. 4). In particular, Lennon's (2004) study draws attention to the process where allusion is understood with reference to the 'idiom principle' (p. 13). Because Lennon (2004) compares allusions so closely to idioms, from now on, for the purpose of this study, whenever speaking of allusions, I am referring to them as idioms.

Lennon (2004) states that "in Britain, newspaper reading is, quite literally, an everyday linguistic activity for many, perhaps most, literate adults". It therefore comes as no surprise that "even those who merely look at the headlines will be confronted with frequent allusions" (p. 6). I will expand Lennon's (2004) ideas and say that the phenomenon does not just end in Britain but also affects, in the case of this study, all English-speaking people around the world. It also does not exclude people who do not speak English as their first language. Even from the data collection executed for this thesis, of which scope on this field's scale was quite minimal, it can be said that people really are confronted by allusions, including idioms, quite often in their daily lives.

"Newspapers, in particular, will tend to allude those areas of knowledge and experience familiar to their readership", argues Lennon (2004, p. 15). Furthermore, it is stated that "no single reader can be representative of the entire readership on any single newspaper, let alone of a range of newspapers" (Lennon, 2004, p. 15). It is also said that "individual readers will differ in what they take to be an allusion", but according to Lennon (2004) "these differences will depend among other things on reading background, interests and experience" (p. 15). This is an interesting viewpoint to examine in this thesis, as commonly it can be argued that the language in Shakespeare's literature differs quite considerably from the contemporary language used in business news articles.

In addition, Lennon (2004) states that “an *alluding unit* in the manifest text is foregrounded when its form triggers in verbatim memory a *target unit* from a text or a context *in absentia* for which the reader has available a specific text-based semantic representation” (p. 266). Lennon (2004) also continues that these “target units alluded to are evidently part of a store of memorised language available to members of a speech community, or subsections of a speech community, for example the readership of a newspaper or newspapers” (p.266). As a conclusion, it is explained that using allusions enables “the writer to break out of the linear constraints of hermeneutic text construction” if they introduce echoic or reflected meanings “in the manner of ‘processing regression’ (Ricks, 1992, as cited in Lennon, 2004, p. 266).

### 3.5. Interim summary

This subsection is dedicated to briefly summon up the introduced theory and to connect the theoretical framework into my research question. The first subsection worked mainly as a background information into idioms because in my research question I am looking how these Shakespearean phrases have affected idiomatic language. As I am also referring to the phrases as idioms, it was important to establish how and why the chosen phrases actually are idioms and what meanings do they convey to the reader. In the second subsection, the theory has been taken yet further as it is important to connect the idioms into the idiomatic language of business news as I am essentially founding my analysis on the genre of business news articles. From the theories of critical discourse analysis by Fairclough (1995), the analysis will delve more into the problem between the differentiating discourses of formal business texts and playful Shakespearean idioms.

As noticed during this research, idioms and idiomatic language has been commonly used also in more professional business communication and that they work also in that context. In my opinion, it would have been pointless to look at some idioms that do not have any grasp in the business world, so the idioms used in this research are those which frequently appeared in the context. However, even the chosen idioms do leave quite a lot of space into free interpretation which might be a little problematic if the reader of an article does not understand the idioms correctly and due to that the reader might miss the text’s main idea. Thus, in the analysis I continue to show by examples how the theories from Lennon (2004) come through in the searched news articles, for example through familiarity of a text and the visual placement of the idioms in the articles.

## 4. Analysis of the news articles

Continuing with the theory from the latest section three and the data introduced in the section two before that, this section is devoted to the analysis of the said data. As there are 20 news articles for every three idioms, it would be useless to examine and present them all individually. Instead, the idioms have been categorised into three groups which deal within the different functional aspects of the researched idioms. In the first two subsections, the focus is going to be on idioms that appear in the heading of the news articles, either as self-sufficient headings or as a part of a longer heading. The third and final subsection, in turn, will target the analysis to the body text of the articles. The analysis is based theoretically on Fairclough's (1995) ideas of media discourse and Lennon's (2004) studies on allusions in the press.

### 4.1. Idiom as a self-sufficient heading

In this subsection, the focus is on the idioms that can be found as self-sufficient headings in the news articles. To bring to attention, not all of the searched idioms can function as self-sufficient headings, which is why this subsection does not, for example, include any analysis on the idiom 'budge not an inch'. However, with the other idioms 'all that glitters is not gold' and 'all the world's a stage' there could be seen several occurrences of them as self-sufficient headings in the news article examples, as the two idioms appeared almost only in headings and many times as self-sufficient headings. The idiom 'all the world's a stage' appeared as a self-sufficient heading in five of the analysed articles, whereas the idiom 'all that glitters is not gold' appeared in ten of them.

A self-sufficient heading of any idiom is very vague, and as could be seen from the materials that have been collected for this study, the specific news article could handle any kind of business-related topic, from gold mining and the jewellery business to taxes and economics. As a self-sufficient idiom as a heading can also be quite misleading due to its vagueness, the reader of the article can make their own interpretations about the article based on the title, and these interpretations might not be even realistic. Theoretically, in Fairclough's (1995) words, "it is also worth noting how a visual semiotic works together with language: it is colloquial and not official discourse that dominates the visually salient headlines" (p.71). Although these Shakespearean idioms are not in any way colloquial, it is important to notice that they do not fit in the traditional business discourse, which is why in this context they can be seen as these informal enrichments of the news article's language.



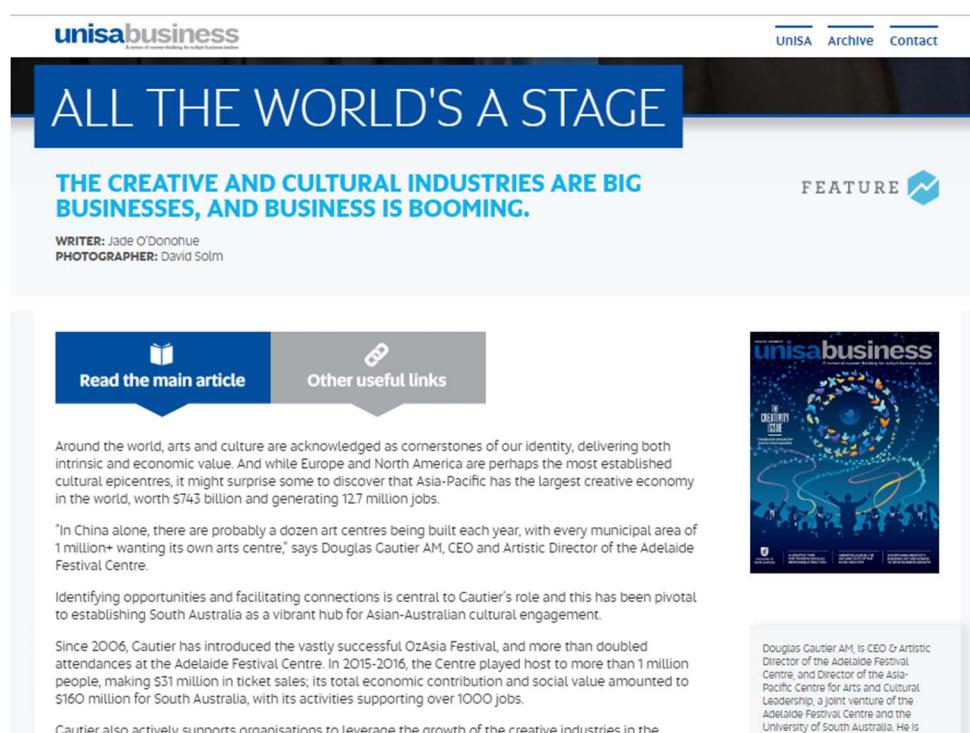
The idioms under examination in this thesis are probably very familiar to most people, the readers of these English-written news articles, which is why the familiar, but on the other hand secretive, heading might get them to tap on it and read the article to find out what it is all about. To quote Lennon (2004), these idioms “are intended to remind the reader of a piece of language from another remembered context” (p. 2); in this case quotations from some of Shakespeare’s most famous plays work as the context. When thinking in such a way, a famous idiom is a brilliant example of well-done marketing and a true selling point to any newspaper. It could be even argued that the usage of a familiar and well-known idiom as a heading of a news article functions as a great marketing tactic.

When speaking of the remembered context, also Lennon (2004) argues that “a pre-requisite for understanding allusion is that an alluding unit in the text being read triggers a target from another text or context” (p. 196). In the light of this thesis, the idioms, especially the self-sufficient ones that I have been examining, would not have any meaning if the reader did not understand their context. Therefore, it is important to remember that “the target of the allusion must belong to the background knowledge of both writer and reader” (Lennon, 2004, p. 196-197). In the context of business news this might not be as easily done as it is said, as the required background knowledge between old Shakespearean literature and contemporary business news are two different concepts all together. Lennon (2004) also continues to say that “the writer must be able to rely on the reader inferring the semantic relevance of the target for the newspaper text under construction” (p.197). Usually the writers of these business news articles are professional journalists who have a wide range of literature knowledge and endless idiomatic expression in their back pockets, but they still can not expect that the main readership of that specific article, which they are working on, will understand and appreciate all of the refreshing word plays in a strict business text.

Nevertheless, also in the case when the reader might not be a literature enthusiast or familiar with Shakespeare nor his works, an interesting word play like ‘all that glitters is not gold’ or ‘all the world’s a stage’ might get the reader to click on the entry in a curiosity to know what the article with a confusing title has to offer. Even if the reader does not realize the connection between the idiomatic expression and Shakespeare at the first read, it is possible that the alluding unit still triggers something in the reader’s brain. Consequently, Lennon (2004) states that “there may be foregrounding of the alluding unit by graphological or stylistic means which will alert the reader to the possibility of allusion and aid recognition” (p. 197). Lennon (2004) continues how it is also worth noticing how

stylistic differences of lexis, grammar and spelling of the alluding unit compared to the co-text may indicate a quotational or titular allusion to the Bible or older literature, especially Shakespeare, while prosodic features of rhyme, alliteration and metre may indicate an allusion to a song, slogan or poem”(p. 197-198).

These stylistic differences, which Lennon (2004) introduces, that point to older literature and Shakespeare, are clear when looking at the idiom ‘all the world’s a stage’. For instance, in UniSa Business School’s news article (see figure 2) the text is coherently professional and follows the right lexical and grammatical characteristics which are traditional for news texts. However, the grammatically odd and unusual title ‘All the World’s a Stage’ stands out from its co-text. Hence, in this case, the idiom in the title might indicate to the reader that the idiom could be a quotation from some other context – a “quatational” allusion from Shakespeare, as Lennon (2004) would state (p. 197).



**Figure 2. Example of the usage of the idiom ‘all the world’s stage’ in a business-related news article. (“All The World’s A Stage”, n.d.)**

What Shakespeare has intended with this particular phrase ‘all the world’s a stage’ from his romantic play *As You Like It* (1994, p. 58) is to compare the world we live in to a theatre stage in which we act the different stages, or ages, of our lives as merely actors in a play. Nevertheless, nowadays, the phrase might have a slightly different meaning, as I do not think that many of the present-day users of the phrase refer to the Shakespeare’s indicated seven stages of a man’s life, but rather they just compare the world to a stage in its simplest meaning. For example, in the UniSa Business School’s article the idiomatic phrase has been used to rather indicate that the world is open for cultural and

creative industries to grow and landmark themselves as crucial economic businesses all around the world (see Figure 2).

In addition, the other self-sufficiently appearing idiom ‘all that glitters is not gold’ fits right into the characteristics that Lennon (2004) defines as indicators for the reader to realise a possible allusion in a text. However, the idiom in question might not at first look remind the reader about any older context, so how does it fit into Lennon’s theories? The answer is simple: the idiom has gone through some linguistic changes over the years, and because of that it is crucial to now look at its original spelling ‘all that *glisters* is not gold’ from Shakespeare’s *The Merchant of Venice* (1920, p. 48). The word ‘glisters’ has changed its form over time and became known as ‘glitters’ in today’s world. These phrases ‘all that *glitters* is gold’ and ‘all that *glisters* is gold’ can have very different interpretations, for example between readers from different generations. Because of this, I assume that for younger generation, the term ‘glisters’ is not as common as ‘glitters’, and thus it might cause greater confusion in the younger readership of the specific news article.



**Figure 3. Example of the idiom ‘all that *glisters* is not gold’ in a business-related news article. (Wipatayotin, 2018)**

## All that glitters is not gold

For over a decade, gold prices have been steadily rising as a result of numerous market factors, including as a reaction to the financial crisis. But the golden years may be over, says Selwyn Parker, as prices threaten to plummet as quickly as they climbed

SPECIAL REPORTS

Author: Selwyn Parker

[Twitter](#)
[Facebook](#)
[Google+](#)
[LinkedIn](#)

July 3, 2013

### Top 5

Top 5 of the fastest-growing industries in the world

Top 5 political events that rocked the global economy



Related:

1. Crédit Mutuel ensures new technology works to the benefit of its customers
2. BNL-BNP Paribas Private Banking is driving change in Italy's private banking sector
3. Netflix's success demonstrates the importance of strategic agility
4. Kaiser Partner recognises the importance of effective and proactive succession planning
5. Will the continued rise of automation cause widespread job losses?
6. Seismic events have rocked Europe, but the continent can regain the initiative
7. CMB continues to flourish in Monaco's vibrant financial services sector

WORLD FINANCE

© WFM

**Figure 4. Example of the idiom ‘all that *glitters* is not gold’ in a business-related news article. (Parker, 2013)**

In my data, I have only got two articles where the word ‘glisters’ is used instead of ‘glitters’ in the Shakespearean phrases. Only one of those is an example of a self-sufficient heading, as the other phrase appears as part of a longer heading. I have also chosen to examine the idiom in the longer heading to get a little wider spectrum for the analysis I am making. For what can be found out, at least according to my data, there cannot be found any distinct differences in the language, nor the functions of the idioms, between the articles that use ‘glisters’ (see Figure 3) over those which use the term ‘glitters’ (see Figure 4). Whether the used term in the phrase is ‘glitters’ or ‘glisters’, I argue that the meaning behind the whole idiomatic expression is more familiar to most people than, for instance, in the phrase ‘all the world’s a stage’. Not only does the familiarity of the expression target people, there can also be seen some alliterating elements in the idiom with the words ‘glitters’ (or ‘glisters’) and ‘gold’ but I would not go so far as to say that the idiom is a great example of an alliteration.

## 4.2. Idiom as a part of the heading

Differentiating a little from the previous subsection, this one will focus on the idioms that appear as a part of a longer heading. In this section I could easily get examples of every studied idiom, as now also the idiom ‘budge not an inch’ appears in headings, in which there is structurally more to them than just the heading. In the example articles, the idiom ‘all that glitters is not gold’ appeared eight times as a part of a longer heading, the idiom ‘budge not an inch’ five times, and the idiom ‘all the world’s stage’ as much as 15 times.

According to the studied data, it seems clear that in this case, when the idioms are a part of a longer heading, the headings usually give the reader more information about the subject of the article. Nevertheless, there are some distinct differences between the headings in this category as not all of the headings give a clear sense of what the article is about. For example, when contrasting the headings ‘All the world’s a stage: How to successfully take your company global’ (see Figure 5) and ‘From the Editor – All the world's a stage’ (see Figure 6), there is a crucial difference for the reader to make some sense of the article’s topic. The first heading really gives the reader an idea of what the article is all about: it shows what one can do to take their company into global markets, whereas the second heading does not give any information about the topic, as it only gives away that the editor of the magazine has written the article. Semantically, I could also include the second heading ‘From the Editor – All the world's a stage’ as a self-sufficient heading as the idiom in the heading could have the same appeal and function without the beginning phrase ‘from the editor’.

THE GLOBE AND MAIL

LEADERSHIP LAB

### All the world's a stage: How to successfully take your company global

RUPERT DUCHESNE  
SPECIAL TO THE GLOBE AND MAIL  
PUBLISHED SEPTEMBER 8, 2016  
UPDATED MAY 17, 2018

This column is part of Globe Careers' Leadership Lab series, where executives and experts share their views and advice about leadership and management. Follow us at [@Globe\\_Careers](#). Find all Leadership Lab stories at [tgam.ca/leadershiplab](#).

It's time to take your company global. Or is it? A recent Aima survey of business leaders found that half of companies considering expanding into a new country didn't know how to determine if their company was ready.

For the C-suite, it's not a simple decision; there are many barriers to taking on that challenge, such as knowledge gaps, resources, talent and risk exposure. But for many mid-sized companies, expanding internationally is a logical step in growth, bring with it opportunities to diversify risk, access new customers and top talent, capitalize on competitive advantages and increase revenue.

Global expansion of Canadian companies, and success on the international stage, can be an abstract ambition for an individual business leader. Some leaders aren't even convinced that a global footprint fits their business – 63 per cent of the companies that weren't planning to go global couldn't identify with a single suggested benefit in research we did. But as we think about the Canada of

**TRENDING**

- 1 How to keep your brain healthy and avoid cognitive fatigue
- 2 What was The New York Times thinking?
- 3 Politics Briefing: Victory for LGBTQ rights in India
- 4 Can Andrew Scheer lead conservatives to success?
- 5 Trudeau accuses Trump of flouting trade rules

31% 58% 20% 20% 40% 47%


SUPPORT QUALITY JOURNALISM JUST \$1.99 PER WEEK FOR THE FIRST TWENTY FOUR WEEKS START TODAY

**Figure 5. Example of the idiom ‘all the world’s a stage as part of a longer heading. (Duchesne, 2016)**



**From the Editor – All the world's a stage**

Posted on Jun 3, 2013 :: [EDITOR](#)

 Posted by [Margaret LeBrun](#), Insight on Business Staff Writer

HE WORE A RED SUIT THE FIRST I saw him, and crooned into the microphone with the confidence of a showman. Three of his colleagues from Secura Insurance pranced on the stage with him, doing a choreographed dance to a song by Frankie Valli and the Four Seasons. And the audience roared.

This was at the annual kickoff luncheon for the Fox Cities United Way, held on the lawn under a tent at Secura Insurance, just off Memorial Drive in Appleton. John Bykowski, CEO and president of the company, was the ring leader in this fun spoof of the Jersey Boys. They put their heart and soul and a healthy sense of humor into their act. They did the same act a month later at Insight's first Karaoke for a Cause event, also to benefit the United Way, and Secura employees with the moxie to sing and dance for charity have joined Bykowski on the stage on other occasions as well.

Putting community and people first has been the key to current success at Secura, Bykowski attests in this month's cover story. It wasn't always this way – but business certainly improved markedly once the company made a conscious effort, under Bykowski's leadership, to improve the work culture within the company.

"The culture was here, it just needed to be allowed to surface," the CEO says. I won't give away how they did it. Check out the story by Sean Johnson, which starts on [page 22](#).

Culture is also at the heart of what the Fox Cities Regional Partnership sees as a key component of keeping and

**Figure 6. Another example of the idiom ‘all the world’s a stage as part of a longer heading.  
(LeBrun, 2013)**

Even though these longer headings give the readers more information about the specific articles, the usage of an idiom and the power the examined idioms express might get lost in a longer heading. Contrasting from the last subsection’s argument about understanding the context of the used idiom, it is sadly possible that in recent times, even the writer of an article does not realise that she or he is quoting Shakespeare in their text, to say nothing of a reader’s perception of that article text. According to Lennon (2004), “language is, of course, constantly being re-used without allusion being intended by the writer or perceived by the reader” (p. 197). For example, the idiom ‘budge not an inch’ seems to have ingrained its position in people’s everyday language, and seemingly in business communication, so effortlessly that most people do not even realise that they are actually quoting Shakespeare when they use the phrase. Lennon (2004) also reminds that the most well-known phrases may actually “become lexicalised, acquiring the status of set phrases with a fixed form-meaning correspondence, so that their source gradually becomes forgotten” (p.197).

### 4.3. Idiom in the body text

The focus of this subsection is on the body text of the article, which includes all of the actual informative text of said articles, excluding other textual manifestations as headings, subheadings and picture captions. The current analysis made for these idioms that appear in the body text of the article mainly corresponds theoretically to Fairclough's (1995) critical discourse analysis of communicative events and the analysis of the order of discourse, both of which I first briefly introduced in the theoretical section of this thesis.

From the idiom 'budge not an inch' I have got 14 examples in which the idiom appears only in the body text of an article, whereas with the idiom 'all that glitters is not gold' there were only two examples in which the idiom appeared in the body text of an article. However, even in those cases, the idiom had already been mentioned in the heading first. For this subsection I have no examples of the idiom 'all the world's stage' as I could not find any business news articles in which the idiom would have appeared only in the body text. Therefore, I have chosen to exclude the idioms 'all that glitters is not gold' and 'all the world's a stage' from this subsection, which is why this subsection only handles the idiom 'budge not an inch'.

In the case of the idiom 'budge not an inch', the results of the Google search indicated that the original Shakespearean idiom has been used in business texts and communication a lot, and thereby it could be even argued that it has become one of the Shakespearean idioms that have been most used in today's business communication. Hall et al. (1978) notice that there can be seen a trend in media, which translates the official viewpoints into public idioms (as cited in Fairclough, 1995, p. 71). Furthermore, according to Hall et al. (1978), this trend does not only make the former viewpoint more available to the inexperienced but also “invests them with popular force and resonance, naturalizing them within the horizon of understanding of the various publics” (as cited in Fairclough, 1995, p. 71). With 'budge not an inch' this new trend can be clearly seen, as the desired viewpoint has been changed into a popular idiom, to make it seem more familiar to a reader who is not so experienced in business communication.

For example, the sentence “He had a great product with a lot of consumer appeal but refused to budge an inch from his vision” (see figure 7) could as well been replaced with the sentence ‘he had a great product with a lot of consumer appeal but refused to change his vision’ without the sentence losing its main point. In this example, the writer of the article has chosen to naturalise the former phrase with a public idiom so that the message of the article would be easier for the readers to understand,

as the idiom broadens the readers' horizon a little farther than just to the world of business. Additionally, also Fairclough (1995) states that the official discourse in media has been translated into colloquial discourse, which gives a more populist force to official voices, while “preserving the legitimacy of official discourse” (p. 71.). What can be gathered from here is that even though the language of media has become more conversational, it does not mean that the discourse practises and official information in media texts have become any less valid.

## Barbara Corcoran: Being Too Passionate Is Bad For Business

Jenna Goudreau Apr. 23, 2014, 8:22 AM



Real estate mogul Barbara Corcoran has seen a lot of passionate entrepreneurs come and go on ABC's reality pitch show "Shark Tank." She's learned that overexcitement can drive a business into the ground.



Barbara Corcoran BI

"Too much passion blinds an entrepreneur, just like a guy who's madly in love," Corcoran tells Business Insider. "He can't see clearly, he can't listen, and he knows for sure that the girl is 'absolutely perfect!' Being too wrapped up in a love affair with your new business idea doesn't allow you to change what's wrong."

Corcoran, who recently launched online class "Fundamentals of Entrepreneurship: Pitching Your Business and Yourself" with Skillshare, first realized that being too passionate could be bad for business when she invested in a young, aspiring entrepreneur. He had a great product with a lot of consumer appeal but refused to budge an inch from his vision.

**Figure 7. Example article, where the idiom ‘budge not an inch’ appears in the body text.**

**(Goudreau, 2018)**

When analysing an idiom in the body text of a news article, it is crucial to also include some information about the context in which the idiom appears. In the case of the Business Insider -article (Goudreau, 2014), the whole body text is filled with metaphors and idiomatic references. In the sentences “‘too much passion blinds an entrepreneur, just like a guy who’s madly in love’” and “‘being too wrapped up in a love affair with your new business idea’” one can see how the writer tries to explain the official information in a more mundane and relatable manner (Goudreau, 2014). Consequently, this quite dramatic way of introducing information and the usage of metaphoric



references to love and romantic gestures might be the reason why the writer uses the idiomatic Shakespearean phrase 'refused to budge an inch' as Shakespeare has been commonly known as quite a dramatist and his works have inspired a great deal of today's romantic literature.

## 5. Conclusion

In this section I will conclude my thesis briefly and discuss the main findings of my research. I will also go through some of the problems and questions that have arisen in the process of this research, as well as discuss what can be done later if there is an interest of continuing within this field of study.

To begin with some statistics about my research findings, I found that not all the searched idioms had the same occurrence in appearing at a certain part of the news article. For instance, the idiom ‘budge not an inch’ did not appear in any of the articles as a self-sufficient heading, whereas ‘all that glitters is not gold’ and ‘all the world’s a stage’ appeared almost only in headings and many times as a self-sufficient heading. There were five occurrences in which ‘all the world’s a stage’ appeared as a self-sufficient heading and ten occurrences for the idiom ‘all that glitters is not gold’ to appear self-sufficiently in the heading of an article. When looking at the idioms which appeared as a part of a longer heading, the idiom ‘all that glitters is not gold’ appeared eight times, the idiom ‘budge not an inch’ five times, and the idiom ‘all the world’s stage’ as much as 15 times. In the section where I determined the idioms which appeared in the body text of an article, I chose to only look at the idiom ‘budge not an inch’ as it appeared there 14 times. The idiom ‘all the world’s a stage’ did not appear in any body text and ‘all that glitters is not gold’ appeared twice but even in those cases, the idiom had already been mentioned in the heading first.

From the analysis conducted for this thesis and the main findings, it can be clearly seen that these Shakespearean idioms do enliven the business news articles in which they appear. A self-sufficient heading in an any news article is always very vague and, as could be seen, does not necessarily tell the reader any real information about the article’s topic. However, this vagueness can be a true selling point for the specific news article and the newspaper in which the article has been published. When it comes to the idioms which appear as a part of a longer heading, the titles of these articles give more information to the reader. There’s also no clear difference on whether the used word is semantically ‘glitters’ or ‘glisters’ within the context of the articles in which the idiom ‘all that glitters is not gold’ appears.

In the body text of the articles, the idiom ‘budge not an inch’ dominates the analysis. Especially, in the analysis of the body text, it is crucial to notice the paragraph and the context of the whole article where the idiom appears, as in articles, where more colloquial language is used, the idiom might have a more intentional role in the whole text. Nevertheless, it is important to notice that not always is the use of these Shakespearean idioms been intended by the writer of the article nor received properly by

the reader of the article. Especially when speaking about business news articles, not the whole readership of a specific news article has the knowledge and background to notice that these idioms might be originally penned by Shakespeare. It also came clear that many of these idioms are so well-known and used frequently in everyday language, that the idiom's origins might have become forgotten.

Continuing with some questions and problems that have arisen in the making of this thesis, I will go through the writing process. As any other project, this could not have gone without any troubles and problems. One important fact, already mentioned in the introduction of this thesis, was that the topic of my research has not really been studied before and it had a massive effect on this thesis, as I felt that I had to start from a *tabula rasa* situation and build my own study from the scratch. The hardest part was to find the proper theoretical and methodological background to base my current study on. The book by Lennon, which I have used as my main source, was the closest found to be within the same field of study as mine, but it explored allusions, of which idioms were just a part of.

I also struggled with the data collection process as, in some cases, I had to make quite radical decisions about whether a certain news article handled topics from the business world or not, as I already briefly mentioned in the section about data and methods. For example, I needed to make the decision whether I should count the news that dealt mainly in the field of politics to be considered as business news when they dealt with things which are also firmly accustomed to the world of business, for instance, budgets, debts, and affairs of corruption. In addition, I got several results that dealt with performing arts and even a result for "Golf business news" as a part of my search.

To conclude this thesis, I have collected some ideas, that I have noticed while doing the analysis needed for this thesis, for the future. If continuing within this field of study, I would most possibly also want to look at printed newspapers, and find the business articles from there, even though it would be a lot more time consuming to go through newspapers by hand than it is on the internet. Or I even encourage researchers to look through some annual business reports to really distinguish whether they have any idiom usage in them, as the language between business news and authoritative reports are really distinct. Due to this distinction I argue that the language in newspaper articles must be more easily understandable so that even people who do not necessarily work in the field of business or have 'business sense' can still be able to read and comprehend the news.

## 6. References

### Primary sources

- Bourdieu, P. (1977). *Outline of a theory of practice*, trans. Nice, R., Cambridge: Cambridge University Press.
- Fairclough, N. (1995). *Media Discourse*. London: Edward Arnold.
- Hall, S., et al. (1978). *Policing the crisis: mugging, the state, and law and order*. Methuen.
- Kuznetsov, A. & Kuznetsova, O. (2014). Building professional discourse in emerging markets: Language, context and the challenge of sensemaking. *Journal of International Business Studies*, 45, 583-599. doi:10.1057/jibs.2013.69.
- Lennon, P. (2004). *Allusions in the Press: An Applied Linguistic Study*. Berlin: De Gruyter Mouton.
- Ricks, C. (1992). Austin's swink. *University of Toronto Quarterly* 61(3), 297-315.
- Sim, M-A. & Pop, A-M. (2015). Idioms in Business Communication. *Annals of the University of Oradea, Economic Science Series*, 24(2), 172-178. Retrieved from <http://web.a.ebscohost.com.pc124152.oulu.fi:8080/ehost/pdfviewer/pdfviewer?vid=1&sid=c7c8d048-7813-40cd-9ab6-0cb917a192fe%40sessionmgr4006>

### Secondary sources

- Shakespeare, W. (1920). *The Merchant of Venice*. New York: The Macmillan Company.
- Shakespeare, W. (1994). *As You Like It*. London: Penguin Books Ltd.

### Figures:

1. Fairclough, N. (1995). *Media Discourse*. London: Edward Arnold.
2. O'Donohue, J. All The World's A Stage. Retrieved August 14, 2018, from <http://www.unisabusinessschool.edu.au/magazine/11/all-the-worlds-a-stage/>
3. Wipatayotin, A. (1 Apr. 2018). All that glitters is not gold. Retrieved August 21, 2018, from <https://www.bangkokpost.com/news/special-reports/1438682/all-that-glitters-is-not-gold>
4. Parker, S. (3 Jul. 2013). All that glitters is not gold. World Finance. Retrieved August 17, 2018, from <https://www.worldfinance.com/special-reports/all-that-glitters-is-not-gold>
5. Duchesne, R. (8 Sept. 2016). All the world's a stage: How to successfully take your company global? Retrieved September 2, 2018, from <https://www.theglobeandmail.com/report-on->

business/careers/leadership-lab/all-the-worlds-a-stage-how-to-successfully-take-your-company-global/article31387723/

6. LeBrun, M. (3 Jun. 2013). From the Editor – All the world’s a stage. Retrieved September 2, 2018, from [https://insightonbusiness.com/business\\_articles/from-the-editor-all-the-worlds-a-stage/](https://insightonbusiness.com/business_articles/from-the-editor-all-the-worlds-a-stage/)
7. Goudreau, J. (23 Apr. 2014). Barbara Concoran: Being Too Passionate Is Bad For Business. *Business Insider*. Retrieved August 21, 2018, from <https://www.businessinsider.com/barbara-corcoran-being-too-passionate-is-bad-for-business-2014-4?r=US&IR=T&IR=T>